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**BOARD OF TRUSTEES**  
**ADVANCE PLANNING COMMITTEE MEETING**  
**\*\*MONDAY, DECEMBER 8, 2025\*\***

**TIME: 6:30 PM**

**LOCATION:** Hybrid meeting of the Board of Trustees  
Physically held at the District office located at  
**5750 Imhoff Dr, Suite I, Concord, CA 94520**

By teleconference at:

<https://us06web.zoom.us/j/84525778263?pwd=FQK1aWEc2aSofwjRroDWOsarya8t7L1>

Meeting ID: 845 2577 8263

Passcode: 795187

Members of the public may participate in the meeting via teleconference or in person. Public comments may be submitted in advance of the meeting by emailing Paula Macedo at [pmacedo@contracostamosquito.com](mailto:pmacedo@contracostamosquito.com). Alternatively, members of the public may offer spoken comments when public comment is requested, either at the beginning of the meeting as to non-agenda items, or regarding an agenda item at the time the item is considered. Comments shall be limited to three minutes per person, unless different time limits are set by the Chairperson.

In compliance with the Americans with Disabilities Act, if you need a disability-related modification or accommodation to participate in this meeting, please contact Paula Macedo, General Manager, as early as possible, and at least 48 hours before the meeting at (925) 457-8464 or [pmacedo@contracostamosquito.com](mailto:pmacedo@contracostamosquito.com).

Supporting materials on agenda items are available for public review at the District's office at 5750 Imhoff Dr, suite I, Concord, CA and on the District's website at [www.contracostamosquito.com](http://www.contracostamosquito.com). During the meeting, supporting materials are available in the Board Room.

*Protecting Public Health Since 1927*

**BOARD OF TRUSTEES**

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Danville **G. MARK GRAHAM** • El Cerrito **JIM DOLGONAS** • Hercules **DAMIAN WONG** • Lafayette **Vacant** • Moraga **JAMES FRANKENFIELD** • Oakley **MICHAEL KRIEG**  
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## AGENDA

1. **CALL TO ORDER**  
Roll Call  
Pledge of Allegiance
  
2. **PUBLIC INPUT ON NON-AGENDA ITEMS**  
This time is reserved for members of the public to address the committee relative to matters of the District NOT on the agenda. No action may be taken on non-agenda items unless authorized by law. Public comments may be submitted as specified above and will be limited to three minutes per person.
  
3. **APPROVAL OF MINUTES FROM ADVANCE PLANNING COMMITTEE SPECIAL MEETING HELD ON AUGUST 4, 2025**
  
4. **PROGRESS REPORT ON THE GOALS FROM THE FIVE-YEAR PLAN**
  
5. **COMMITTEE CONSIDERATION OF THE PROPOSED EMERGENCY PREPAREDNESS PROGRAM**
  
6. **BOARD AND GENERAL MANAGER ANNOUNCEMENTS**
  
7. **ADJOURNMENT**

I hereby certify that the District Board of Trustee Advance Planning Committee Agenda was posted 13 days before the noted meeting.

\_\_\_\_\_  
Christine Widger, Customer Service Specialist

11/25/2025

\_\_\_\_\_  
Date

**CONTRA COSTA MOSQUITO AND VECTOR CONTROL DISTRICT**

**DECEMBER 8, 2025**

**ADVANCE PLANNING COMMITTEE  
MEETING STAFF REPORT**

- 1-2. No comment
3. APPROVAL OF MINUTES FROM ADVANCE PLANNING COMMITTEE SPECIAL MEETING HELD ON AUGUST 4, 2025 (*Page 4 - 5*)
4. PROGRESS REPORT ON THE GOALS FROM THE FIVE-YEAR PLAN – General Manager Macedo will present the progress on the goals so far (*Pages 6 - 41*).
5. COMMITTEE CONSIDERATION OF THE PROPOSED EMERGENCY PREPAREDNESS PROGRAM – General Manager Macedo has finalized the Program draft and will present it to the committee. The Emergency Preparedness Program document was included (*Pages 42 - 53*) and the additional documents for the binder will be available for inspection during the meeting.
- 6 – 7. No comment

ADVANCE PLANNING COMMITTEE SPECIAL MEETING  
MINUTES

An Advance Planning Committee meeting of the Board of Trustees of the Contra Costa Mosquito and Vector Control District was held on Monday, August 4, 2025, at the District office at 155 Mason Circle Concord, CA 94520.

TRUSTEES PRESENT      Jen Hogan, Chair, Pleasant Hill  
Chris Dupin, Richmond  
Eric Hinzl, Clayton  
Vinoy Mereddy, Brentwood  
Peter Pay, San Ramon

TRUSTEES ABSENT      Richard Ainsley, Pittsburg

OTHERS PRESENT      Paula Macedo, General Manager

1.      CALL TO ORDER - Advance Planning Committee Chair Hogan called the meeting to order at 7:01 pm.  
Roll Call - A roll call indicated that five Trustees were present, and two were absent at the time of the roll call. Trustee Mereddy arrived at 7:05 pm.  
Pledge of Allegiance

2.      PUBLIC INPUT ON NON-AGENDA ITEMS – None

3.      APPROVAL OF MINUTES FROM ADVANCE PLANNING COMMITTEE MEETING HELD ON DECEMBER 9, 2024

\*\*      Motion was made by Trustee Dupin and seconded by Trustee Hinzl to approve the minutes from the Advance Planning Committee meeting held on December 9, 2024.  
*Motion passed unanimously.*

4.      PROGRESS REPORT ON THE GOALS FROM THE FIVE-YEAR PLAN – General Manager Macedo presented the progress on the goals so far and proposed adjustments to the timeline. The committee discussed the progress and timeline adjustments, and agreed to recommend those for Board approval at the following Board meeting.

5.      EMERGENCY PLANNING DISCUSSION – The committee discussed what the next steps will be for preparing an Emergency Preparedness Program, according to the recently approved policy.

6.      BOARD AND GENERAL MANAGER ANNOUNCEMENTS - None

7.      ADJOURNMENT – 8:37 pm

I certify the above minutes were approved as read or corrected at a meeting of the Advance Planning Committee held on December 8, 2025.

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Jen Hogan, 2025 Chair, Advance Planning Committee



**FIVE-YEAR STRATEGIC PLAN  
2022-2026**

**December 2025 - Progress Report**

The following goals have been discussed and approved during the strategic planning process and are part of the approved and adopted 2022-2026 Five-Year Plan. Timelines follow the ones provided in the plan or were modified and approved by the Board after, and are shown in half-years – for example, 1-2023 refers to the first half of 2023. Timelines have been reviewed by the Advance Planning Committee and adjustments are proposed to some goals (highlighted). Updates that have not yet been presented to the Board were marked in red font for easier reading of the document.

## a. Board

**#1. Evaluate process to fill Board vacancies** – There have been 2 to 5 vacancies on the Board of Trustees each year, which may become a problem for quorum at meetings and for representation for the cities with vacant seats on the Board. The current procedure is to contact the cities through email and regular mail, notifying them of the vacancy. Sometimes multiple follow ups are necessary to get a response. The level of engagement of the cities in the process has varied. In addition, the General Manager has attended and presented at the Mayors Conference and has engaged with city officials, with varying results.

Expected Timeline – 2-2022, 1-2023, 2-2024, 2-2026

*July 2023 Update – We have reached out to the cities with vacancies multiple times to remind them of their open Trustee position. We offered and requested to give presentations at their City Council meetings. The District’s Public Affairs Director gave presentations to the cities of El Cerrito, Clayton, and San Pablo in October and November 2022. We welcomed a new Trustee from El Cerrito in March 2023 and there is a new vacancy from Brentwood. In addition, we mailed packages to all cities, which included our Annual Report and a letter. The letter to the cities with vacancies included additional information about our Board and the vacancy.*

*December 2023 Update – outside of timeline.*

*July 2024 Update - outside of timeline. Any vacancies on the Board are communicated to the respective cities and followed up. In addition, we mailed the 2023 Annual Report to all cities, offered presentations, and added a special note to those with vacancies.*

*December 2024 Update – Vacancies continued to be communicated to the respective cities and followed up with emails and letters, and offers and requests to give presentations.*

*July 2025 Update - outside of timeline. Any vacancies on the Board are communicated to the respective cities and followed up. We currently have 2 vacancies: Lafayette and San Pablo. In addition, we mailed the 2024 Annual Report to all cities, offered presentations, and added a special note to those with vacancies.*

*December 2025 Update – outside of timeline, but we would like to report that we have done presentations to the Lafayette and San Pablo City Councils in the second part of 2025, and during the presentation, we addressed the need for Trustees from those cities.*

**#2. Update the Trustee Manual** – The last full update to the Trustee Manual was done by previous management in 2016. Since then, staff has updated small sections of the manual as needed but some of the information is outdated, policies need to be re-evaluated, and new ones need to be created. In 2019, an Ad Hoc committee of the Board started working on the manual and the Board approved some changes to the manual in 2020. In the end of 2021, the Executive Committee recommended that staff continue working on the manual as time permits, and that a draft be presented to the committee when possible, for further discussion. Some of the topics to be reviewed in the manual are: role of the Board of Trustees, effective meetings, Board and staff interaction, new trustee orientation process, and others.

Expected Timeline – 1-2023, 2-2023, 2-2024, 1-2025, 2-2025, 1-2026

*July 2023 Update – In 2022, the Executive Committee asked staff to continue working on updating the manual with the directions and comments they have received from previous meetings. We have started to incorporate those into an updated document but, with the transition of the Administrative Analyst II to the Financial Administrator position, the project was paused for the moment and will resume as soon as possible. The Executive Committee met in May, 2023 and discussed a few topics from the manual, such as onboarding of new trustees, trustee introductions, expectations, and understanding of financial reports. The committee met again in June, 2023 and discussed previous resolutions and policies and a process to make sure they are up to date. Staff will continue working on the manual.*

*December 2023 Update – Recommendation for the timeline to be adjusted to 2-2024 and 1-2025 to allow staff to make proposed changes, for the Trustee Workshop, and for the Executive Committee to meet.*

*July 2024 Update - outside of adjusted timeline.*

*December 2024 Update – An Ad Hoc committee was formed to work on the Trustee Manual updates. A couple of sections of the manual, Code of Conduct and Expectations, were discussed by the Executive committee and the Ad Hoc committee. The Ad Hoc committee met in December 2024 and will be recommending that the Board approves that staff works with a consultant to get the manual updated following pre-selected templates from other agencies.*

*July 2025 Update – We are working with a consultant, who has provided a draft of the first few sections of the proposed new manual, and the Ad Hoc committee will be meeting soon to discuss the draft.*

*December 2025 Update – The AD hoc committee for the Trustee Manual met on November 20, 2025 and revised the final version of the document. It will be on the agenda for Board approval at the January 2026 meeting and trustees will receive their binder and training on it during the February Trustee Workshop.*

**#3. Implement an Annual Trustee Workshop** – Trustees have requested a special meeting in the form of a workshop to help promote better understanding of each trustee’s background and experience and conduct other business, such as the evaluation of Board roles, committees, and their composition.

Expected Timeline – 2-2023, 2-2024, 2-2025, 2-2026

*July 2023 Update – Outside of timeline, but the Executive Committee met in May, 2023, and discussed topics of interest for the workshop, timelines, location, and directed staff to look for a facilitator for a full-day workshop in November 2023.*

*December 2023 Update – The first Trustee Workshop is scheduled for February 3, 2024.*

*July 2024 Update – outside of timeline. The first Trustee Workshop took place on February 3, 2024 and was very successful. The workshop offered opportunities for trustees to get to know one another, refreshed everyone’s knowledge of the Brown Act, provided relatable examples for the decision-making process and the different roles the Board may play on them, among other topics. Planning for the next workshop will take place on 2-2024 according with the timeline.*

*December 2024 Update – A Trustee Workshop has not been planned yet for 2025, one will be recommended after work on the Trustee Manual is underway and areas of needed training are identified.*

*July 2025 Update – outside of timeline. We will be planning a workshop for February 2026.*

*December 2025 Update – The 2026 Trustee Workshop is scheduled for February 21, 2026. Trustees will receive training on a variety of issues covered by the new Trustee Manual.*

**#4. Review for opportunities to enhance the efficacy of each committee’s operation** – The District Board of Trustees relies heavily on the work and recommendations of the individual Board Committees. During the past several years, there has been turnover in the Committee membership and key District personnel. Also, COVID 19 restrictions have limited the effectiveness of communication both among Trustees and between Trustees and District staff. Each Committee may wish to review its purview, associated data requirements and other metrics in order to provide their approval recommendations, advice and oversight.

Expected Timeline – 1-2023, 1-2024, 1-2025, 1-2026

*July 2023 Update – Committees and their composition have been approved by the Board earlier in 2023. As part of the Trustee Manual update we will ask each committee to recommend updates to their description, charges, and expectations. The Executive Committee met in May,*

2023, and discussed topics that could be included in the workshop (see above), which included committee charges, structure, succession, and oversight.

*December 2023 Update – outside of timeline.*

*July 2024 Update – Committees, their composition and charges were approved by the Board in January 2024. Committees Chairs were given the task to evaluate the committee actions during the year and propose changes to description and charges, and to create a summary of the expectations from each committee Chair.*

*December 2024 Update – outside of timeline.*

*July 2025 Update – Changes were made to the charges of the following committees this year: Audit and Personnel. Committees, their composition and charges were approved by the Board.*

*December 2025 Update – Outside of timeline.*

## **b. Administration**

### **i. General**

**#1. Create processes for continuity and retention of institutional memory** – In the past 5 years, there have been 11 retirements at the District, representing 1/3 of the total employees. Most of these have been key positions in the District and represented a real challenge for staff due to the loss of historical and institutional knowledge. Staff needs to continue working on better documentation of all processes and better planning for situations like this.

Expected Timeline – ongoing

*July 2023 Update – We worked on better documentation for each department. Managers have been tasked with creating manuals, videos or guides to each process in their departments. We have created a space for better file and folder organization using Google drive, in which access can be modified, and files and folders can be reassigned when an employee leaves.*

*December 2023 Update – ongoing. We will be moving the last shared folders and files from the server to the cloud during the winter months. Staff has continued to work on better documentation of all processes.*

*July 2024 Update - ongoing. Most folders and files have been moved, except the ones with more sensitive information, which will be copied and saved into external drives before being moved.*

*December 2024 Update – ongoing. Employees have been using Google Workspace and the cloud to keep all work files, and training will continue to be provided on file sharing and authorities. A few folders still remain on the physical server, which will be moved by the time the building remodel starts in 2025.*

*July 2025 Update – ongoing. All files have been moved to the Google drive. In the past, staff used WordPerfect for documents, and this file type is no longer supported in our computers, so Staff has been working hard to convert all WordPerfect documents to Word or PDF.*

*December 2025 Update – ongoing. All electronic files have been moved to the Google drive and all Word-Perfect files have been converted to PDF files. This winter, Operations will focus on updating the Operations Manual and Finance will be documenting process changes that came about due to the District's new accounting and payroll software. As processes are streamlined, it will be easier to step in to keep things running while new employees are hired to fill open roles in the future.*

**#2. Improve process efficiency** – Many of the processes in the District are/were antiquated and used outdated technology. Staff needs to continue working on evaluating processes, identifying areas of improvement, such as digitalization of records and organization of digital files, and improving efficiency of all processes.

Expected Timeline – 2-2022, 1-2023, 2-2023, 1-2024, 2-2024

*July 2023 Update – We have continued to improve in this area. All personnel files for current employees have been scanned and digitized, as well as medical and investigation records. We are evaluating past employees' files against our retention policy to determine which ones will need to go through the same process. We are also slowly going through all physical folders in the front office and evaluating them against the retention policy and scanning and organizing all information.*

*December 2023 Update – We have continued to evaluate files and folders and on the digitization of all documents. We will be working on documents currently in the storage room during the winter months, when we plan to evaluate them against the retention policy and scan and organize all information as needed.*

*July 2024 Update – Due to the upcoming building remodel and probable relocation, staff was asked to review all files, and organize and digitize records as much as possible.*

*December 2024 Update – ongoing as stated above.*

*July 2025 Update – goal completed.*

*December 2025 Update – goal completed.*

**#3. Enhance reputation and credibility of the District and staff** – The District aspires to be one of the lead mosquito control agencies in California, especially in the areas of innovation and applied research, and we would like to promote greater participation of staff at conferences,

more presentations, and collaboration with other agencies. We would also like to enhance the District's reputation with our own residents, by improving the general knowledge of the services provided. In addition, we would like to go through CSDA's District of Distinction Accreditation in order to highlight our prudent fiscal practices along with other areas important to effectively operate and govern a special district.

Expected Timeline – ongoing

*July 2023 Update – We have offered presentations to the various agencies listed as alliances in our 5-Year Plan. We have continued to promote participation and presentations by staff at conferences, and there were four presentations by the District at the February MVCAC Annual Conference. We have started to work on the application for CSDA's District of Distinction Accreditation. The General Manager attended the CSDA GM Summit, where she was able to network with various special district managers. In addition, the District now is the current host agency for the Contra Costa Special Districts Association meetings, which is another opportunity to network and get our message out.*

*December 2023 Update – As stated in the updates on the other goals, we have continued to work hard to improve the general knowledge of the services we provide. We have continued to promote greater participation at conferences, and we have worked towards certifications and accreditations that can enhance the District's reputation.*

*July 2024 Update - We have hosted the meetings of the Contra Costa Special Districts Association here at the District, which provided the opportunity for additional collaboration with special districts in the county. In addition, we continued to work with Contra Costa Public Health to strengthen the relationship with our District, and to educate their new hires on what our District does. We have continued to promote participation and presentations by staff at conferences, and there were four presentations by the District at the January MVCAC Annual Conference.*

*December 2024 Update – ongoing as stated above. Staff will be presenting 7 or more presentations at the upcoming 2025 MVCAC Annual Conference. The General Manager and Operations Manager will be attending the American Mosquito Control Association Annual Conference in March 2025 and the Operations Manager was invited to give a presentation at that conference.*

*July 2025 Update – ongoing as stated above, however with our move to a temporary location we are no longer hosting the Contra Costa Special Districts Association meetings. In order to apply for CSDA's District of Distinction Accreditation, the District must first go through the Transparency Certification, so staff is working through the requirements for that.*

*December 2025 Update – ongoing as stated above. Staff will be presenting 7 presentations at the upcoming 2026 MVCAC Annual Conference. The General Manager will be assuming the Presidency at the Mosquito and Vector Control Association of California, increasing District's*

*visibility and exposure. Staff has completed the requirements for the Transparency Certification and the District will apply for that in 2026.*

**#4. Improve transparency** – In an effort to show transparency in the District’s operations and governance, we would like to work towards CSDA’s Transparency Certificate of Excellence.

Expected Timeline – 1-2023, 2-2023, 1-2024, 2-2024, 1-2025, 2-2025, 1-2026

*July 2023 Update – We have started to work towards this certificate, which include basic transparency requirements, website requirements, and outreach requirements. We have reviewed the requirements and are working our way through them.*

*December 2023 Update – We have continued to work through the list of requirements for the certificate.*

*July 2024 Update - We have continued to work through the list of requirements for the certificate.*

December 2024 Update – We have finished most of the requirements for the certificate. Although progress on this goal has been steady, some of the list items are on hold pending website improvements (ADA compliance). Therefore, we are requesting the extension of the timeline.

*July 2025 Update – We are working through the checklist for the certificate.*

*December 2025 Update – Staff has completed the checklist for the Transparency Certificate of Excellence and the District will apply for that in 2026.*

**#5. Continue to explore areas where consulting services can be used** – The District is a small agency with limited staff. The District has used consultants when possible, to alleviate workloads as needed. Staff will look into additional areas where consultants should be used.

Expected Timeline – ongoing

*July 2023 Update – We continued to use consultants as needed, such as RKL (company that we use as consultant for Sage, the financial software) and more recently, Rick Wood, Finance Director from CSDA. We have started conversations with CPM to assist with planning and overseeing our capital improvement project.*

*December 2023 Update – We have selected RGS to facilitate discussions and provide training during the upcoming Trustee Workshop in 2024. We have continued to look for additional areas where consultants should be used.*

*July 2024 Update – We have selected CPM (Capital Project Management) to help us manage the building remodel project. We have continued to work with Rick Wood (CSDA) as needed. We have continued to look for additional areas where consultants should be used.*

*December 2024 Update – We continued to work with Rick Wood, Finance Director from CSDA, and with CPM as stated above. We have continued to look for additional areas where consultants should be used and are recommending that one be used to work on the Trustee Manual.*

*July 2025 Update – we continue to work with CPM and Rick Wood as stated above. Additionally, we contracted with RGS for updates to the Trustee Manual.*

*December 2025 Update – we continue to work with CPM, RGS and Rick Wood (CSDA) as stated above.*

**#6. Continue to assess organizational structure and needs** – Reviewing the organizational structure on a regular basis will help ensure the District is set up for optimal growth and maximum performance, and will enable the District to adapt to changes.

Expected Timeline – 1-2023, 1-2024, 1-2025, 2-2025, 1-2026

*July 2023 Update – Done for 2023 and organizational chart was included for discussion and approval by the Board at the May meeting.*

*December 2023 Update – Outside of timeline*

*July 2024 Update – Done for 2024, no changes proposed at this time.*

*December 2024 Update – Outside of proposed timeline but we needed to evaluate organizational structure early this year, as changes were needed in the Laboratory and Operations departments. The Board approved the elimination of the Biologist classification and added duties to the Laboratory Technician. In addition, the Board approved a new classification of Vector Control Technician, with the inclusion of drone certification requirements to that job description. There was no increase in the number of employees.*

*July 2025 Update – the recent Board approved changes to the Operations and Lab departments seem to be as beneficial as hoped. In the near future we would like to review the efficiency and effectiveness of the Public Affairs department and see if changes to the structure of that team might be necessary.*

*December 2025 Update – assessment was done for 2025, no changes proposed at this time, however we are still monitoring the efficiency and effectiveness of the Public Affairs department and see if changes to the structure of that team might be necessary.*

**#7. Evaluate mutual aid agreement with other agencies** – In case of a real and immediate threat of invasive Aedes or another emergency that requires quick access to trained professionals and calibrated equipment on a short-term basis, having a mutual aid agreement with other mosquito control districts in the Coastal region would be extremely beneficial.

Expected Timeline – 2-2022

*July 2023 Update – Completed within timeline. Mutual Aid Agreement was approved by the Board and signed on October 2022.*

*December 2023 Update – None, goal completed in 2022.*

*July 2024 Update – None, goal completed in 2022.*

*December 2024 Update – None, goal completed in 2022.*

*July 2025 Update – None, goal completed in 2022.*

*December 2025 Update – Goal completed.*

**#8. Establish relationships with new state, county and local elected officials** – New laws and regulations are constantly being approved and enacted. Staying on top of these when they are first proposed and tracking them is extremely important, as is making sure elected officials know and understand the great work our District and the mosquito control industry as a whole do.

Expected Timeline – ongoing

*July 2023 Update – In March 2023, the General Manager participated in a Special Districts Roundtable with Assemblymember Buffy Wicks. Later in March 2023, the Public Affairs Director and General Manager participated in the MVCAC Legislative Day, which was in person this year. They had the opportunity to meet with the offices of Senators Steve Glazer, Bill Dodd, and Nancy Skinner, as well as assemblymembers Lori Wilson, Buffy Wicks, Tim Grayson, and Rebecca Bauer-Kahan. During those meetings, they talked about the District and the services provided to Contra Costa County residents, and presented the material prepared by the association. They have followed up with additional materials, including our Annual Report, and extended invitations for them to tour the District and learn about the services provided.*

*December 2023 Update – In September 2023, the General Manager participated in a virtual meeting with Assemblymember Bauer-Kahan regarding ACA 13, and she also met with Ken Carlson, Contra Costa County Supervisor, District IV, when the District hosted a meeting of the Contra Costa Special Districts Association (CCSDA). In November, the District hosted Assemblymember Timothy Grayson, who was a guest speaker for the November CCSDA meeting.*

*July 2024 Update - During the MVCAC legislative push this year, we had the opportunity to meet with the offices of Senators Steve Glazer, Bill Dodd, and Nancy Skinner, as well as Assemblymembers Lori Wilson, Buffy Wicks, Tim Grayson, and Rebecca Bauer-Kahan. During those meetings, we talked about our District and the services we provide to Contra Costa County residents, and presented the material prepared by the association. We have followed up with additional materials, including our Annual Report, and extended invitations for them to tour the District and learn about our services. In March 2024, we provided a presentation and a tour of the District to the local office Director for Assemblymember Wicks, Stella Gryler.*

*December 2024 Update – We have identified new senators and assemblymembers for 2025 and will be contacting them for introductions and presentations.*

*July 2025 Update – During the Mosquito and Vector Control Association’s Legislative Day in Sacramento, we met with representatives of Senators Chris Cabaldon, Tim Grayson, and Jesse Arreguin, as well as Assemblymembers Lori Wilson, Buffy Wicks, Anamarie Avila Farias, and Rebecca Bauer-Kahan, and provided information about the District’s services and programs. In addition to those visits, we hosted representatives from Senators Arreguin and Cabaldon, and from Assemblymembers Lori Wilson and Amanarie Avila Farias at the District where each received a presentation and a District tour.*

*December 2025 Update – In September 2025, the District received a Leadership In Sustainability Award from Sustainable Contra Costa, and, as part of the ceremony, we were recognized by several legislators, including Senator Timothy Grayson, Congressman Mark DeSaulnier, assemblymember Rebecca Bauer-Kahan, and Supervisors Diane Burgis and Ken Carlson.*

## **ii. Human Resources**

**#1. Evaluate HRIS for automation of processes** – HRIS, or Human Resources Information Systems, is software designed to help businesses meet core HR needs and improve productivity. That software will be used for recruitment and onboarding, time and attendance, benefits administration, and other HR-related challenges.

Expected Timeline – 2-2023, 1-2024, 2-2024, 1-2025

*July 2023 Update – outside of timeline, no update yet.*

*December 2023 Update – Most HRIS systems integrate with accounting systems to combine time and attendance with payroll functions. Staff met with a representative from Sage Intacct, which is the cloud-based version of our current accounting software, to review their products and see if they will meet the District's needs. Prior to moving ahead with the HRIS system, the District needs to transition the accounting platform to Sage Intacct. Staff is currently evaluating the timeline to make these changes.*

*July 2024 Update - The transition to Sage Intacct, along with their Time and Attendance and Payroll Modules were included and approved in the FY 2024-2025 budget and the District is working with Sage's implementation team to start the implementation in October 2024.*

*December 2024 Update - The Administration department is in the process of implementing ADP as an HRIS. The anticipated go-live date is January 1, 2025.*

*July 2025 Update – The District went live with payroll in ADP as expected on January 1, 2025. The District went live with Time and Attendance in ADP on May 1, 2025. We are now in the process of customizing some features and getting employees trained and comfortable in the new system.*

*December 2025 Update – Goal completed.*

**#2. Continue working on employer-employee relations, improve overall morale, engagement and team environment** – With the recent hire of the HR and Risk Manager, we plan to continue working on improving employee satisfaction and general relationships among staff, and supporting a safe, healthy, and positive workplace.

Expected Timeline – ongoing

*July 2023 Update – We have increased communication around performance and consistent engagement standards, so that all employees understand what is expected of them. Throughout the response to invasive mosquitoes last summer, teamwork was emphasized; all departments participated in the response, adding to the cohesiveness of the team we are building. In March and May, the General Manager met with staff in town hall-style meetings, allowing staff to bring up and discuss their concerns, and we have plans to continue having these open discussions more frequently going forward.*

*December 2023 Update – We are continuing to increase communication around performance by building out a new performance review system that focuses on tangible deliverables and more frequent communication regarding SMART goals. In addition, our Public Affairs Director recently completed a course titled Driving Change through Internal Communication and will be leading a District-wide survey regarding communication preferences and applying those answers to internal communications going forward.*

*July 2024 Update - We have rolled out a new, simplified performance review and SMART goal-setting process. Supervisors are meeting with their direct reports quarterly rather than annually so that performance conversations are ongoing. Consistent expectations and accountability are emphasized. There are additional challenges and opportunities in regards to employee engagement and satisfaction during a negotiation year. The District is committed to providing a wide range of benefits, a competitive wage and work-life balance to employees. We will continue communicating with employees to clarify what this means to them and ensure we're meeting their needs.*

*December 2024 Update - Similar to 2022, the discovery of Aedes aegypti in Antioch resulted in an all-hands-on-deck effort. While these situations are never fun, they do highlight the fact that all District employees are performing different roles but with one goal in mind. This emphasizes a team mentality more than scripted “team building” ever could. Negotiations with represented staff are ongoing and Management is hopeful that changes proposed to the MOU will result in better relations between Management and employees overall.*

*July 2025 Update – The District has seen turnover of six positions in 2025 so far, in addition to adding one more Vector Control Technician in line with this 5-year plan. These seven new employees are 20% of our workforce. This infusion of fresh enthusiasm for the work we do has had a positive effect on our team as a whole. Having so many employees start together has established them as a team as they prepared for their CDPH exams and are working together doing door to door inspections in Antioch. With the new hires taking the lead in Antioch, veteran employees are able to focus on their assigned zones.*

*December 2025 Update – The employees that the District hired in 2025 are still bringing fresh enthusiasm and insights to the team. As winter generally brings more team-based projects that camaraderie will grow. Recent changes to the organizational structure of Operations and Laboratory departments have given employees the ability to step into greater responsibility. In a smaller organization, there isn’t usually opportunity for upward movement which could lead to long time employees getting stagnant in their positions. Adding a supervisor layer to the lab is allowing the Vector Ecologist to learn and practice new skills, while differentiating Vector Control Inspectors without drone certifications and Vector Control Technicians with drone certifications, gives operations employees the ability to grow in their careers if they choose to as well. Finally, going through the negotiation process highlighted that we offer an extensive benefit package to our employees.*

### **iii. Information Technology**

**#1. Implement processes to prevent cyberattacks by improving cybersecurity and conducting training** – With the continuously expanding reliance on computer systems, the internet and wireless network standards, and the growth of smart devices, the District needs to develop a strong cybersecurity strategy to provide a good security posture against malicious attacks designed to access, alter, delete, destroy or extort systems and sensitive data, and to disrupt our operations.

Expected Timeline – ongoing

*July 2023 Update – We conducted training for all employees on cybersecurity and the role each employee plays on it in 2022 during cyber week, and in 2023 during annual employee training. More extensive training was budgeted for the next fiscal year.*

*December 2023 Update – We have continued to provide training opportunities to all employees. We have implemented mandatory training directed by the IT Systems Administrator each month.*

*July 2024 Update – We have continued the monthly phishing test. Additional training to all employees will be conducted in the fall of 2024.*

*December 2024 Update – Security Awareness Training is ongoing.*

*July 2025 Update - In addition to monthly phishing tests, we implemented new monthly video training to further enhance our cybersecurity awareness.*

*December 2025 Update – We continue to conduct monthly phishing tests and video trainings.*

**#2. Continue assessing technology needs and updating equipment** – Technology evolves rapidly and may become obsolete and impede productivity. The District needs to continue to review the current technology landscape, and update or replace aging and obsolete equipment and software, and plan for purchase of new equipment as needed.

Expected Timeline – ongoing

*July 2023 Update – The IT Systems Administrator continued to evaluate equipment needs and replace it as needed. Additional purchases have been budgeted for the next fiscal year.*

*December 2023 Update - The IT Systems Administrator continued to evaluate equipment needs and replace it as needed.*

*July 2024 Update - The IT Systems Administrator continued to evaluate equipment needs and replace it as needed. We will move all local file storage to the cloud this year and upgrade our aging iPads to 5G connectivity in the next 12 months.*

*December 2024 Update – iPads have been replaced with the latest 5G ones, which will provide significant time savings for fieldwork.*

*July 2025 Update – Due to the temporary relocation of the administrative and laboratory staff to a new location for the duration of the renovation of the main building, the IT Systems Administrator worked to ensure all employees had the equipment they needed, in addition to ensuring that all phone, internet, and security needs were met at the new location.*

*December 2025 Update – All laptops have been successfully replaced as part of our 5-year hardware refresh cycle. We will evaluate laptop docking stations next year. Additionally, all on-premise systems are now replaced by cloud-based solutions.*

**#3. Create and maintain the District Intranet/Google Workspace** – Having a private, secure network that can only be accessed by District employees and is managed in-house will enable better file storage and access and better communication among employees. It would also facilitate training and onboarding.

Expected Timeline – 2-2022, 1-2023, 2-2023

*July 2023 Update – The Contra Costa MVCD Intranet page was created and content was added. Employees can easily access policies, forms, mandatory documents (Injury and Illness, Workers Compensation), benefits, and other training and tutorials on that page, which is updated regularly. In addition, the District is in the process of migrating all folders and files from an external server to the cloud. Employees have already moved all folders from their computers into the cloud, and shared folders will be completely moved by the end of 2023, as expected.*

*December 2023 Update – We have expanded our use of the Workspace and the Intranet page. We have created a space for employee recognition (peer-to-peer), which will go live in January.*

*July 2024 Update - None, goal completed in 2023.*

*December 2024 Update - None, goal completed in 2023.*

*July 2025 Update – None, goal completed in 2023.*

*December 2025 Update – Goal completed.*

**#4. Continue to provide training, create training videos that can be archived** – Live trainings are great but having an archive of recorded training videos will greatly aid on the training of new employees and may serve as a refresher training for current employees.

Expected Timeline – 1-2024, 2-2024, 1-2025

*July 2023 Update – outside of timeline, no update yet*

*December 2023 Update – outside of timeline, no update yet*

*July 2024 Update – Zoom online meeting platform has been utilized to record annual and other mandatory trainings. All recordings are archived for future reference.*

*December 2024 Update – More training videos will be recorded during the annual training scheduled for February 2025.*

*July 2025 Update - Based on employee feedback, we have decided to create more help guides instead of videos for future user training. We are also developing dedicated training document intranet pages for easy access to these resources.*

*December 2025 Update – Goal completed*

#### **iv. Finances**

**#1. Look into investment diversification** – Staff would like to look into other institutions besides LAIF to deposit District’s funds. The District has an approved Investment Policy, which will continue to be followed.

Expected Timeline – 1-2023, 2-2023

*July 2023 Update – Ongoing. The District has discussed options with the Budget Committee and has opened an account with Five-Star Bank. More discussions are planned for the upcoming meetings, and we anticipate opening an account with CLASS soon.*

*December 2023 Update – We opened the account with California CLASS in November 2023.*

*July 2024 Update - None, goal completed in 2023.*

*December 2024 Update - None, goal completed in 2023.*

*July 2025 Update – None, goal completed in 2023.*

*December 2025 Update – Goal completed.*

**#2. Apply for and obtain the Certificate of Achievement for Excellence in Financial Reporting** – The Government Finance Officers Associations (GFOA) offers a program to encourage and assist local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare annual comprehensive financial reports that show transparency and full disclosure. The District would like to obtain that certificate and will need to work with the auditors to ensure the financial statements have all the information needed before applying.

Expected Timeline – 2-2023, 2-2024, 1-2025, 2-2025, 1-2026, 2-2026

*July 2023 Update – outside of timeline, no update yet*

*December 2023 Update – We have worked on the requirements and checklist for applying to the certificate, however, we realized it will be a two-year process and the timeline must be adjusted to add 2-2024 and 1-2025.*

*July 2024 Update – Outside of updated timeline.*

*December 2024 Update - New GFOA guidelines should be released in early 2025. They will be reviewed at that time and timeline will need to be extended beyond 1-2025.*

*July 2025 Update – Staff has worked through the checklist. Most of the open items refer to requirements to our website. With fluctuating ADA requirements coming from both the state*

*and federal governments, we are delaying these additions until we can be sure they will be compliant.*

*December 2025 Update – Staff is reviewing the updated guidelines. It is now required for a government agency to produce an Annual Comprehensive Financial Report (ACFR) to apply for the Government Finance Officers Association’s (GFOA) Certificate of Achievement for Excellence in Financial Report award. Staff has started working on it.*

## **V. Public Affairs**

### **#1. Expand public and other agencies’ understanding of the District and services we provide –**

There seems to be much misunderstanding among other agencies regarding the services the District provides. Sometimes customers are referred to us by other agencies for services we do not provide, and sometimes there are missed opportunities for providing a service or collaboration because the agency was unaware of the services we provide. Messaging presented to other agencies should be tailored to each agency.

Expected Timeline – ongoing

*July 2023 Update – We are in the process of reaching out to community members and other agencies to provide presentations to them about the District’s services, including what services have been provided during the last 12 months in the community where the presentation is being given and how we can work with other agencies on our efforts to protect public health.*

*December 2023 Update – During the second half of 2023, Public Affairs staff have provided presentations to residents of Clayton, Lafayette, San Ramon, and San Pablo as well as the Contra Costa County Board of Supervisors regarding the District’s programs and services and the need for a trustee to fill vacancies in Clayton, Lafayette, and San Pablo. Public Affairs staff also provided a presentation to El Cerrito Code Enforcement to provide proper information on District programs and services and the latest on WNV activity in Contra Costa County. In addition to presentations, Public Affairs staff have provided information about District programs and services directly to members of the communities during events in Danville, Pittsburg, Walnut Creek (Rossmoor), Brentwood, Concord, and Lafayette.*

*July 2024 Update - During the first half of 2024, the District hosted its first ever Cemetery Workshop, to better educate cemetery managers from across Contra Costa County about the District, the District’s public health services, and how to mitigate the risks of mosquitoes and mosquito-borne disease at cemeteries. We also provided presentations to city council members in Martinez, Clayton, Concord, and San Pablo. We worked to make better connections to other agencies and officials through participation in MVCAC’s Legislative Day in Sacramento, and presentations to Assemblymember Rebecca Bauer-Kahan’s District representative, Contra Costa Health Workforce Ambassador Program participants, and employees at Central Sanitary*

*District. We sent the 2023 Annual Report to every mayor, city manager and to each member of the Contra Costa County Board of Supervisors to increase other agencies and officials' knowledge of the District and the public health services District employees provide.*

*December 2024 Update - In the second half of 2024, staff provided presentations about the District's programs and services to the Antioch, Moraga, Richmond, and Pleasant Hill City Council members as well as members of the Bethel Island Municipal Improvement District, and the Diablo Community Services District. Staff also provided a presentation and hosted a tour of the District for Assemblymember Rebecca Bauer-Kahan's newest representatives from her San Ramon office.*

*July 2025 Update – Staff provided presentations about the District programs and services to residents of Rossmoor; Realtors in Danville, Walnut Creek (4 groups), and Hercules; seniors at the Concord Senior Center; school children in Oakley; employees of the Brentwood Public Works Department; members of the Contra Costa County chapter of the Pesticide Applicators Professional Association; and the public and local lawmakers at the Antioch City Council. District staff also participated in events where the District provided an informational booth at the Concord Farmers Market; Contra Costa County Fair in Antioch; the Green Footprint Festival in Pittsburg; the Healthy Hearts/Healthy Lives event at the Martinez Senior Center; the Pittsburg Health Fair; King of the County BBQ and Music Festival in Martinez; Family Library Programs in San Ramon, Walnut Creek, Brentwood, and Hercules; and the District's two Community Meetings in Antioch. During the Mosquito and Vector Control Association's Legislative Day in Sacramento, we met with representatives of Senators Chris Cabaldon, Tim Grayson, and Jesse Arreguin, as well as Assemblymembers Lori Wilson, Buffy Wicks, Anamarie Avila Farias, and Rebecca Bauer-Kahan, and provided information about the District's services and programs. In addition to those visits, we hosted representatives from Senators Arreguin and Cabaldon, and from Assemblymembers Lori Wilson and Amanarie Avila Farias at the District where each received a presentation and a District tour.*

*December 2025 Update – During the second half of 2025, staff shared information about the District's programs and services during seven presentations to members of the Antioch, Danville, San Ramon, and Pinole Rotary Clubs; with council members and members of the public during presentations to the Lafayette and San Pablo City Councils which also addressed the need for Trustees from those cities; to members of the Contra Costa County Fish and Wildlife Committee, and staff worked with Contra Costa County Code Enforcement to participate in a Community Meeting in El Cerrito to address the District's services for rats and mice. Staff also participated in 17 events where we also shared information about the District's programs and services with residents and other agency employees of Martinez and Hercules during their National Night Out events; Antioch during their County Block Party; El Cerrito, Brentwood, and Moraga during those communities' Farmers' Markets; Bay Point during the Bay Point Community Resource Fair; and Lafayette during the Lafayette Art and Wine Festival. Due to the ongoing renovation of the District's main building, we are not currently providing tours, but are*

*already beginning to plan for a year-long celebration at the new District Offices to mark the District's 100<sup>th</sup> anniversary in 2027.*

**#2. Improve internal and external communication** – Effective communication is fundamental in order to achieve many of the goals in this plan.

Expected Timeline – ongoing

*July 2023 Update – The creation of the District's Intranet (see Goal b.iii.3. above) provided a great vehicle and the opportunity to improve on internal communication. All employees are required to have the Intranet bookmarked on their work computers for easy access to the information. Efforts to improve external communication are also ongoing and are better addressed in the updates on the goals below.*

*December 2023 Update – In the fall of 2023, the Public Affairs Director became certified by the Public Relations Society of America in Driving Change through Internal Communication. Following the certification, she has begun developing the first two steps as learned in her training to improve internal communication. This involves a survey of all employees to gain insight into their primary sources of District information, which will be followed by group meetings to discuss the results and to gain more insight.*

*July 2024 Update - Following the survey of District employees, we held group meetings with District employees to review the results of the survey and come up with the best communications vehicles to share important, timely District information. The preferences for communication vehicles are an emailed Employee Newsletter, a link to which appears in the District's Google Workspace Chat, and the Newsletter posted on the District's Intranet.*

*December 2024 Update - Due to the detection of Aedes aegypti at the end of September 2024, which required door-to-door inspections, Public Affairs staff increased face-to-face interactions with fellow employees and provided talking points to District employees to increase the accuracy of what the employees share with members of the public. The Public Affairs Director was also able to provide feedback on messaging to make sure District programs and services were represented properly.*

*July 2025 Update – In addition to the Annual Communication Training provided by the Public Affairs Director each year, and providing talking points to District employees to communicate more effectively during service requests and events, Public Affairs staff are also providing short Communications Trainings at monthly Operations Meetings that are designed to improve the communications skills of all District employees.*

*December 2025 Update – During the second half of 2025, Public Affairs staff continue to provide short communication training at the monthly Operations meetings and are working on creating*

*a new program to certify other employees who wish to work with Public Affairs staff during events, so that they have the tools and messaging to work at events with local residents.*

**#3. Expand communication vehicles, explore other options on social media** – There has been a great deal of change on the way different people choose to receive news and communicate, fueled by advances in technology. The District would like to evaluate different vehicles and expand the ways we communicate with the public.

Expected Timeline – 2-2023, 1-2024, 1-2026, 2-2026

*July 2023 Update – outside of timeline, no update yet*

*December 2023 Update – In July 2023, the District created a new Instagram account after the company allowed desktop posting. Since then, Public Affairs staff have posted photos and video reels representing District services and programs 54 times. In addition, the analytics on all of the District’s social media channels are reviewed once a month to determine what communication works and what isn’t working as well.*

*July 2024 Update - As of the first half of 2024, the District uses Nextdoor, Facebook, X (Twitter), and Instagram. We increased usage of the newest communications vehicle, Instagram while looking into the possibility of using Threads. That is currently under investigation to determine if there is consistent use by Contra Costa County residents.*

*December 2024 Update – outside of timeline, no update.*

*July 2025 Update – Outside of timeline for reporting but the District just concluded the countywide survey, similar to the one done in 2021, and some of the questions address how residents receive their information. Survey results will be analyzed and adjustments to communication vehicles and social media options will be changed based on that.*

*December 2025 Update – Although it is outside of the timeline for updates, we would like to report that we hired a Public Affairs aid in the second half of the year who has rejuvenated the District’s social media accounts and provided recommendations on how to continue to build on the success she has provided, including training for Public Affairs staff to understand what makes successful social media posts and a discussion about expanding our social media vehicles to add Threads to the District’s social media options in 2026.*

**#4. Work with new developments to educate new residents on the services we provide** – New housing continues to be developed in many areas of Contra Costa County. Many times, these are built in previous agricultural areas and adjacent to wetlands or additional agricultural areas.

New residents may not be aware of the vector issues they may be facing or of the services we provide.

Expected Timeline – ongoing

*July 2023 Update – We are in the process of reaching out to new home developers, HOAs, and Realtors to provide information about who we are, what we do to protect public health, and the fact that residents already pay for our services through their property taxes, so there is no additional charge.*

*December 2023 Update – Public Affairs staff have provided two presentations to the Realtors in Motion group that meets in Danville and Walnut Creek and are continuing to reach out to realtors and new housing developments to share information about District programs and services. Once a new Vector Control Planner is hired, Public Affairs also plans to collaborate with new Vector Control Planner as they meet with new home builders regarding Best Management Practices.*

*July 2024 Update - We have provided presentations to the residents of the expanding Trilogy community in Brentwood and families who attended the Contra Costa County Family Library Program events in Brentwood, Pleasant Hill, and El Sobrante during the first half of 2024. We also participated in events with the hope of educating new and existing Contra Costa County residents including the Green Footprint Festival in Pittsburg and the King of the County Festival in Martinez. We also provided presentations to Contra Costa County Realtors and elementary school children in an effort to increase knowledge about the District and the District's services for new Contra Costa County residents.*

*December 2024 Update – We continued providing presentations to local Realtors at the Contra Costa Association of Realtors West County meeting, and at Community events across Contra Costa County to share information with current and new residents about the District's programs and services. In the second half of 2024, we also presented information to a local Garden Club; Pittsburg Kiwanis members; Concord, Pinole, Pleasant Hill, and Walnut Creek Rotary members; the Rossmoor Retirement Community; Martinez Senior Center; and participated in outreach events at the Bethel Island Boats and Berries Festival; the Lafayette Art and Wine Festival, the Richmond Farmer's Market; the Diablo Valley Farmer's Market; the Hercules National Night Out event; the Concord Emergency Preparedness Fair; the Brentwood Employee Safety Fair; and the Moraga Pear and Wine Festival.*

*July 2025 Update – As we continue to work closely with Contra Costa County Realtors, in the first half to 2025, we've provided six presentations to Realtor groups with the theme of Contra Costa Mosquito and Vector Control District and Realtors — Protecting Public Health One Property at a Time, where we provided brochures for distribution and encouraged the realtors to talk to their clients about the District and the services we provide.*

*December 2025 Update – In 2025 we have worked not only with Realtors, but have also used direct mail to reach both established and new residents to provide information specifically about the District’s services and the detection of Aedes aegypti mosquitoes within the city of Antioch. During the second half of the year, we continued to use online advertising that appears on computers across Contra Costa County. With the addition of social media to the mix, we have been able to reach out to specific neighborhoods on the social media platform Nextdoor to reach new residents in newer communities.*

**#5. Promote Dead Bird Program** – With West Nile virus becoming endemic in the United States, and with it being present in Contra Costa County since 2004, there seems to be a fatigue in reporting dead birds to the District. By finding other ways to promote the dead bird program, we hope to increase reporting by the public, and therefore WNV testing and additional surveillance to protect them.

Expected Timeline – 2-2023, 2-2024, 2-2025, 2-2026

*July 2023 Update – Outside of timeline, no update yet*

*December 2023 Update – We have published the District’s E-newsletter and social media posts promoting the District’s Dead Bird Program. We have also created a sticker that we place on the back of survey cards that are mailed to Contra Costa County residents who have received a District service. For 2 -2024, Public Affairs staff are working with a vendor on custom dead bird advertising.*

*July 2024 Update – Outside of timeline.*

*December 2024 Update – We have created a “Be a West Nile Watcher” flier with information on how to report a dead bird and why, which staff share at community events, in parks and in garden stores. In addition, we include information on how to report a dead bird on every news release and in social media posts that appear across Contra Costa County. We also continue to use the Dead Bird Sticker on the back of the District surveys that are sent to Contra Costa County residents who have received a District public health service.*

*July 2025 Update – Outside of timeline.*

*December 2025 Update – During the spring the District used online and physical advertising in local newspapers to share messaging about the importance of reporting dead birds. We have also posted on social media to spread the word about dead birds and the importance of reporting them throughout the year during West Nile virus season. And we continued to use our, “Be a West Nile Watcher” fliers at events and presentations.*

**#6. Explore virtual ways to provide communication and engage the community** – Many lessons were learned during the COVID pandemic. One of them was how to conduct virtual meetings and how to do it effectively. This may prove to be an excellent way from now on to continue engaging the community and to provide information.

*Expected Timeline – ongoing*

*July 2023 Update – We are creating a virtual tour of the Education Center for schools and community groups to encourage interest in visiting the Education Center in person. Staff are completing the finishing touches on the Education Center and then will create a flyer with information about the Education Center. The goal is to distribute the flyer to schools and community groups in fall 2023.*

*December 2023 Update –A letter promoting in person or virtual visits to the Education Center has been sent to all 17 school superintendents.*

*July 2024 Update - We continued to reach out to schools and other organizations offering virtual presentations. We found most folks to whom we offered this service preferred in-person options. We intend to continue offering the virtual alternative as often as we can.*

*December 2024 Update - Due to the detection of Aedes aegypti in the second half of 2024, the District had the opportunity to better educate the citizens of Antioch about the District's programs and services and so we created a Community Meeting at a park in the impacted area and worked with the Antioch City Manager to get the word out. We are planning to do more of these types of Community Meetings in the new year. At this time, it seems that in person interactions have been preferred. We will be researching this question with our next countywide survey.*

*July 2025 Update – During the first half of 2025, we've provided schools with the option of taking virtual tours of the District's main office and Education Center on Mason Circle; however, after moving to our temporary location on Imhoff Drive, we have not re-established a virtual option yet.*

*December 2025 Update – Due to the ongoing renovation at the main District office, virtual tours of the Education Center and presentations are temporarily unavailable, and we focused on increasing our reach through in person presentations.*

**#7. Website** – The District website needs to be updated to comply with new legislation (ADA compliance), incorporate dashboards, improve transparency, and to be more user-friendly.

*Expected Timeline – ongoing*

*July 2023 Update – We have researched options and have determined the most effective way to manage the District's website is to hire a third-party vendor to bring the website within*

requirements to be ADA compliant. We are currently reviewing the content of our website, removing redundant and outdated information, increasing the amount of invasive Aedes aegypti information and making necessary updates to make sure the website is ADA compliant and engaging for members of the public. The new website will be going live soon.

*December 2023 Update – Goal completed ahead of timeline. Website maintenance and updates will be ongoing. The new District website went live November 3, 2023. The new website is ADA compliant, it has a cleaner and more modern look and it is more user friendly. This site is also much more mobile friendly as analytics shows us more people are turning to their phones from desktops.*

*July 2024 Update - We continued to update the new District website in a way that is most educational and efficient for Contra Costa County residents. We did learn; however, that the company responsible for facilitating the website only guarantees ADA compliance at the moment the website goes live, therefore, as we added content, specifically pdf files during the first half of 2024, we learned that content needed adjustments to become ADA compliant — something the website company charges an additional fee to complete. We began looking into options to make the content the District adds to the website ADA compliant and we are requesting that the timeline be extended to account for the additional compliance work.*

*December 2024 Update - In the second half of 2024, Public Affairs Staff received training on how to bring the District's Website into ADA compliance. We are currently working towards bringing the most challenging part of the website, .pdfs, into ADA compliance.*

*July 2025 Update – The District works with Streamline which is the platform creator for the website. Currently, all websites administered by Streamline are WCAG 2.1 AA compliant, which meets the requirements under the federal Americans with Disabilities Act (ADA). The most recent update in this area is the U.S. Department of Justice's ruling, which requires special districts to ensure their websites (including online documents) are WCAG 2.1 AA compliant by April 2027. To support compliance efforts, Streamline introduced a way to identify inaccessible documents, and staff has been using the tools to bring all documents into compliance.*

*December 2025 Update – In the second half of the year, we have been working to not only make the District's website ADA compliant, but also easier for Contra Costa County residents to access information. The website is being updated to provide information directly to residents with a single click, removing the need to visit more than one page to reach the information a website visitor wishes to reach. The District website is becoming more intuitive and it is easier to access information on the District's programs and services as well as information on other agencies as needed. The work to ensure that the website is ADA compliant continues, with our platform company Streamline now reviewing PDFs for ADA compliance.*

## **c. SCIENTIFIC PROGRAMS**

**#1. Enhance surveillance** -Increase the number of traps set and number of areas surveyed.

Expected Timeline – 2-2022, 1-2023, 2-2023, 2-2024

*July 2023 Update – With the discovery of the invasive mosquito species Aedes aegypti in Martinez in August of 2022, weekly trapping was initiated with two different types of traps, targeting that species. Augmented West Nile virus mosquito trapping is under evaluation.*

*December 2023 Update – Additional weekly trapping for Aedes aegypti was conducted in Martinez from April through September 2023. Additional were placed as needed in other areas of the county in response to service requests and elevated West Nile virus activity.*

*July 2024 Update - Outside of timeline.*

*December 2024 Update - Following the discovery of Aedes aegypti in North Concord in July and Antioch in late September 2024, intensive trapping was initiated to map the extent of the infestation. 25 additional BGS traps were purchased and deployed in order to expand our surveillance capabilities, with plans to continue trapping in the area as weather permits. Trapping was additionally conducted in North Concord and in the previously infested neighborhood in Martinez. West Nile virus activity was lower than average in 2024 so augmented trapping was not necessary.*

*July 2025 Update – Goal completed within timeline. Surveillance is evaluated and modified as needed each year.*

*December 2025 Update – Goal completed.*

**#2. Continue to evaluate pesticide resistance** –Resistance can be very local, so populations from multiple locations should be evaluated for resistance to larvicides and adulticides.

Expected Timeline – 2-2023, 2-2024, 2-2025, 2-2026

*July 2023 Update – outside of timeline, no update yet*

*December 2023 Update – Resistance testing was conducted on one mosquito population from the Martinez Waterfront area, in collaboration with the California Department of Public Health.*

*July 2024 Update - Outside of timeline.*

*December 2024 Update - Resistance testing was conducted on Culex tarsalis from the Martinez Waterfront area in August 2024, in collaboration with the California Department of Public Health. Potential resistance to two synthetic pyrethroids was detected.*

*July 2025 Update - Outside of timeline.*

*December 2025 Update – With the temporary move to the Imhoff location during construction, resistance testing is currently on hold because we do not have the required space and equipment at the new location.*

**#3. Evaluate changes to mosquitofish program** – During the COVID pandemic, the District’s mosquitofish service changed and needs to be re-evaluated.

Expected Timeline – 1-2023, 2-2023, 2-2025, 1-2026, 2-2026

*July 2023 Update – Currently (and since 2020) members of the public cannot pick up mosquitofish from our District’s office, and, instead, they are offered an inspection, during which mosquitofish is brought up to them and placed, if the technician determines the location to be suitable for the fish, and the treatment to be appropriate. The change in procedure has helped the District ensure that mosquitofish is properly placed according to all laws and regulations. After an analysis of fish production against average needs over the past 10 years, production has been scaled back to adjust for current needs.*

*December 2023 Update – Reduced mosquitofish production schedule has continued to provide an adequate supply of fish to support current needs. The number of fish stocked has remained fairly stable over the last three years.*

*July 2024 Update - None, goal completed in 2023.*

*December 2024 Update – None, outside of timeline.*

*July 2025 Update – Goal completed as is in 2023. Additional evaluations of the program are currently being performed due to the increased demand for mosquitofish needed for a new land use – the new rice production and farming practices in Contra Costa County.*

*December 2025 Update – Significant repairs and improvements to the existing facility are ongoing. Fish production has already increased significantly in anticipation of increased District needs. However, we have determined that, even when operating at full capacity, our current aquaculture setup does not allow for the amount of fish production needed to stock the current and proposed acreage of rice fields in the county.*

**#4. Improve collaboration with Operations on day to day activities and special studies and evaluations** – Conduct studies evaluating new materials and efficacy evaluations. Collaborate with Operations on studies to address their needs.

Expected Timeline – ongoing

*July 2023 Update – A field efficacy evaluation/study of the product Natular (larvicide) applied by drone to a marsh area has been performed in June, 2023, as a collaboration between the*

*laboratory, operations, and the product vendor. Another product evaluation is scheduled for later in the season.*

*December 2023 Update – A field efficacy study was completed, and results will be presented at the next MVCAC Annual Conference in Monterey. Additional product evaluations were not conducted due to low counts of salt marsh Aedes mosquitoes, and a busy West Nile surveillance and control season for both Scientific Programs and Operations staff.*

*July 2024 Update - An efficacy study of wide-area larviciding using methoprene and the new A1 machine at a cemetery was conducted in late June 2024; results are currently being analyzed.*

*December 2024 Update – An efficacy study of WALs (wide-area larviciding strategy) using methoprene was conducted at a cemetery in Antioch in July 2024.*

*July 2025 Update - Laboratory continues to work with Operations on evaluating the efficacy of drone treatments at one of the refineries, as well as continuing to monitor the extent of invasive Aedes infestations in Antioch. In addition, a student intern is conducting a field evaluation of our efforts to educate cemetery managers and staff in mosquito source reduction. Laboratory staff is working with the Operations department on evaluations of mosquito abundance following the flooding of rice fields.*

*December 2025 Update – Laboratory staff continues to support the Operations department in Antioch, where invasive Aedes aegypti mosquitoes continued to be found. In addition, this summer the Laboratory hosted a student intern, who conducted evaluations of mosquito management and education efforts in several cemeteries in the county.*

## **d. OPERATIONS**

**#1. MapVision software** - Enhance data utilization, data collection efficiency and entry accuracy, continue troubleshooting and suggesting improvements to the software.

Expected Timeline – 2-2022, 1-2023, 2-2023, 1-2024

*July 2023 Update – We continue to troubleshoot as issues come (mostly synchronization issues or wrong entries at this point). Staff was trained in PowerBI, which allows for better visualization of the data entered in MapVision. We have completed the testing of the Pool Program in MapVision in October 2022, and it will be implemented in the 2023 season. We are currently working on refining the Contract Billing module, which provides the data used for invoicing contracts.*

*December 2023 Update – Field staff has verified 50% of the over 50,000 sites that were imported for catch basins. Once the verification process is concluded, the District's ability to provide precise information about treatments, inspections and sites that need improvement will be improved.*

*July 2024 Update – All known catch basins have been verified and updated. With the layer updated we have the ability to “batch assign” known catch basin sites to technicians if an area needs inspection/treatment. Updates to our pesticide material list, pricing lists, contracts have been conducted to improve our ability to accurately invoice our contracts/abatements. New improvements have been requested by staff and a budget for those has been approved by the Board at the July 2024 meeting.*

*December 2024 Update – None, goal completed in 1-2024.*

*July 2025 Update – None, goal completed in 1-2024.*

*December 2025 Update – Goal completed.*

**#2. Evaluate products and applications** – Collaborate with the laboratory staff on product and application evaluations and efficacy studies.

Expected Timeline – 2-2023, 2-2024, 2-2025, 2-2026

*July 2023 Update – outside of timeline, see Goal c#4 above.*

*December 2023 Update – see Goal c#4 above.*

*July 2024 Update - Outside of timeline.*

*December 2024 Update – Operations and laboratory staff coordinated calibration, droplet spectrum analysis, and testing of the new A1 Super Duty in the summer of 2024, and evaluated the efficacy of a WALs (wide-area larviciding strategy) application of a methoprene product for treating artificial containers and cryptic mosquito sources within a cemetery.*

*July 2025 Update – Outside of timeline.*

*December 2025 Update - Operations and laboratory staff coordinated a trial of Altosid pellets on pastures.*

**#3. Evaluate and review procedures on the Skunk Program** – Evaluate goals of the program and the service provided by the District, propose change in procedures.

Expected Timeline - 1-2023, 2-2023, 1-2024, 2-2024

*July 2023 Update – We have revised and updated the skunk literature (brochure and booklet), clarifying the service provided by the District and focusing on and encouraging long term exclusion practices. We are still investigating the best way to evaluate the program.*

*December 2023 Update – Operations supervisors have identified the need to cross train field employees in all vectors (including skunks) and plans on evaluating procedures in 2024. The timeline may need to be extended beyond 1-2024.*

*July 2024 Update – Timeline was extended through 2-2024. We conducted a study with the goal to determine the percentage (if any) of euthanized skunks that were actually infected with the rabies virus. We collaborated with the Zoonotic and Vectorborne Disease Section of the California Department of Public Health, which performed necropsies, extracted, and tested via PCR all skunks collected in the county in the previous year. No rabies virus was detected in any of the specimens submitted. We will use this information to re-evaluate the program.*

*December 2024 Update – Staff completed the evaluation of the program and changes will be implemented in 2025. Goal completed.*

*July 2025 Update – None, goal completed in 2024.*

*December 2025 Update – Goal completed.*

**#4. Evaluate and review procedures for baiting on Rodent Program** – Evaluate areas where baiting can be used.

Expected Timeline – 2-2022, 1-2023, 2-2023

*July 2023 Update – We have evaluated all zones for bait station placements in the second half of 2022, and in January 2023 we have established locations for 10 or more bait stations in each zone. We have reviewed our policies regarding what control products to use when we find rodent activity.*

*December 2023 Update – The evaluation of areas suitable for baiting stations in each zone was completed in the first part of 2023. The procedures were updated to reflect the current practice, where baiting is only considered after rodent activity is confirmed in each location.*

*July 2024 Update - None, goal completed in 2023.*

*December 2024 Update – None, goal completed in 2023.*

*July 2025 Update – None, goal completed in 2023.*

*December 2025 Update – Goal completed.*

**#5. Enhance drone surveillance program and apply and certify to be able to perform treatments with drones** – Currently only one employee is certified to use the District drone for surveillance. We would also like to use a treatment drone to treat areas that are difficult to access more efficiently.

Expected Timeline – ongoing starting 1-2023

*July 2023 Update – A second employee, a Vector Control Technician, has passed the Part 107 In March 2023, and is currently practicing with the District’s surveillance drone. Other two employees are currently studying to take the exams. We have purchased a new drone capable of larvicidal applications (treatment drone) last month, as approved on the FY 22/23 budget.*

*December 2023 Update – The District currently has three field employees who have passed the Part 107 and the next step will be to apply for a COA, which will allow the use of a drone over 55 lbs.*

*July 2024 Update - The District has one field employee, the Vector Control Planner and one Operations Supervisor certified in part 107. We have just received an approved COA (Certificate of Authorization) from the FAA (Federal Aviation Administration), which is an authorization issued by the Air Traffic Organization to a public operator for a specific drone. We will be meeting to review the document and determine the next steps.*

*December 2024 Update – The District currently has 4 employees certified in part 107. The Vector Control Planner passed the Department of Pesticide Regulation exam in December 2024, which allows the District to make mosquito control treatments via drone. A new job description for Vector Control Technician was approved by the Board, which hopefully will incentivize other employees to become certified drone operators and applicators.*

*July 2025 Update – The District currently has 8 employees certified in part 107, and, of those, 4 have DPR Unmanned Pest Control Aircraft Pilot certificates. The additional 4 employees are working towards DPR certification. We have hired five new employees under the new job description and 3 employees that were Vector Control Inspectors promoted to the new Vector Control Technician classification once they achieved their certifications. With these new DPR-certified Technicians, we have now started utilizing our PV40X drone for treatments in June. So far, we have completed 4 treatments using the drone for a total of 336 acres in under 15 hours of actual flight time.*

*December 2025 Update – The District currently has 9 employees certified in Part 107, and of those, 6 have DPR Unmanned Pest Control Aircraft Pilot certification. We have 3 employees who are currently working towards their Part 107 certification, and 3 employees who are actively working towards their DPR certification. Our DJI Mini 3 drone (small surveillance drone) played a crucial role in supporting flood management efforts, conducting multiple inspections in East County to document flooding patterns through video and photography. The District obtained an agreement with MOTCO to procure a drone to conduct aerial inspections of the marshes on Federal property. In addition, the District purchased an additional PV40X drone for treatments.*

## **#6. Facilitate employee cross-training with other districts and ride-along opportunities**

Expected Timeline – ongoing

*July 2023 Update – We continued to look for opportunities to send our employees to other districts for cross-training. We have talked to Sacramento-Yolo MVCD and San Joaquin MVCD.*

*December 2023 Update – All field employees participated in a live continuing education session hosted in Solano County in November 2023 and had the opportunity to network with technicians from other districts. More networking opportunities will be provided during the Annual MVCAC Conference in January 2024 in Monterey.*

*July 2024 Update – Seven employees attended the Annual MVCAC Conference in January 2024 in Monterey. Initially the plan was to have all employees attend, but that was not possible. We are focusing our efforts towards the next MVCAC in Oakland, January 2025. Meanwhile, internal cross-training has taken priority to make sure everyone within our team is proficient in each vector.*

*December 2024 Update – All field employees will be attending the Annual MVCAC Conference in January 2025 in Oakland, which will provide additional opportunities for networking.*

*July 2025 Update – All field employees attended the Annual MVCAC Conference and participated in the Vertebrate Pest Conference, which provided additional opportunities for networking.*

*December 2025 Update – All employees who hold a Vector Control Technician certification from CDPH attended the continuing education event in Fairfield in November, which provided an opportunity to network with other local Districts. The Operations Manager and one Operations Supervisor will be attending and presenting at the 2026 MVCAC Annual Conference, which provides additional networking opportunities.*

## **e. SPECIAL PROJECTS**

### **#1. Emergency Planning**

Expected Timeline - 2-2024, 1-2025, 2-2025

*July 2023 Update – No progress yet due to workload changes. Timeline was adjusted.*

*December 2023 Update – The Advance Planning Committee will meet in December 2023 to start working on the Emergency Plan.*

*July 2024 Update – The Advance Planning Committee did not meet in December 2023. Work will start in 2-2024, timeline should be adjusted to 2-2024, 1-2025, 2-2025.*

*December 2024 Update – The Advance Planning Committee met in July 2024 and requested that the General Manager prepared an Emergency Preparedness Policy, which was then discussed by*

*the committee in December 2024, and will be presented at the January Board meeting for approval.*

*July 2025 Update – The Emergency Preparedness Policy was approved by the Board at the January 2025 meeting. The Advance Planning Committee will meet in August 2025 and discuss next steps.*

*December 2025 Update – The Emergency Preparedness Program and accompanying documents were prepared by staff and will be presented to the Advance Planning committee for discussion at the December 2025 meeting. Final document is expected to go for Board approval at the January 2026 meeting.*

## **#2. PEIR revision or addendum to include new products and technologies**

Expected Timeline - 2-2022, 1-2023, 2-2023, 1-2024, 2-2024, 2-2025, 1-2026

*July 2023 Update – We have continued to meet with the other districts in the Coastal region to determine the needs of each one, and the scope of changes that each needs to see in our PEIRs. We have been working with Ascent Environmental and completed a draft scope for a main addendum, which represents the main project, incorporating the items all districts would like to add. In addition to the main project, each district will add items and tailor the document to their specific needs. The estimated cost for the project was included in the FY 2023-2024 budget.*

*December 2023 Update – Work has progressed. Marin-Sonoma Mosquito & Vector Control District has created an Inter-District Cost Sharing agreement and it is currently under legal review with the various participating agencies.*

*July 2024 Update – We have contracted with Ascent, Inc to take on this project on behalf of seven districts in the Coastal region. We have met with members of their team three times and work is underway.*

*December 2024 Update – Work has continued to progress with the other districts in the region and Ascent. We have prepared a risk assessment of the options we are planning to add to the PEIR. The group will meet again later in January 2025.*

*July 2025 Update – Ascent has finished the administrative draft of the addendum and it is currently under review by all districts involved.*

*December 2025 Update – the Coastal Region group met with Ascent on November 17, 2025 to provide additional feedback on the documents. The project is still expected to be finalized in the beginning of 2026.*

## **#3. New NPDES application**

Expected Timeline – 1-2023, 2-2023, 2-2024, 1-2025, 2-2025, 1-2026

*July 2023 Update – The District operates under a 5-year National Pollution Discharge Elimination System (NPDES) permit as a member of the MVCAC NPDES Coalition. The current permit is expired but we have not received guidelines for renewal from the State Water Resources and Control Board yet, which means we can still operate under the old permit until new permit requirements are issued. We continued to issue Notices of Intent (NOI) to apply pesticides to all cities in the county, and to comply with the permit and produce an annual report detailing all adulticide and larvicide treatments performed each year.*

*December 2023 Update – We participated in a meeting with the State Water Resources and Control Board. Their plan is to have districts submit applications for a new permit next year. Timeline will need to be adjusted to reflect their timeline once that is determined.*

*July 2024 Update – We are still waiting for a determination and timeline from the State Water Resources and Control Board. Timeline will need to be adjusted to reflect their timeline once that is determined.*

*December 2024 Update – We are still waiting for a determination and timeline from the State Water Resources and Control Board. Timeline may need to be adjusted to reflect their timeline once that is determined.*

*July 2025 Update – We are still waiting for a determination and timeline from the State Water Resources and Control Board.*

*December 2025 Update – The State Water Resources Control Board issued an informal draft of the Pest Control Permit and there was a public comment period. We provided several comments on November 12, 2025 through a letter from MVCAC.*

#### **#4. Building expansion and upgrade**

Expected Timeline – starting 1-2023

*July 2023 Update – An ad-Hoc committee of the Board was formed to provide oversight and collaborate with staff on the building remodel project. The committee met in April 2023 to start discussing the project scope and expected timelines. Since then, staff has worked on compiling a list of needed and wanted improvements, and has contacted a consulting company to talk about planning, project management and oversight.*

*December 2023 Update – The ad-Hoc committee has been busy in the second part of 2023. A Request for Qualifications for a Project Management firm was issued in August, proposals were submitted and firms were interviewed by the committee in October. The Board approved the agreement with CPM at the November 2023 meeting. The committee subsequently met with CPM to refine the scope of work and determine the next steps.*

*July 2024 Update – The District published a RFQ/P on May 15, 2024 and hosted a mandatory pre-proposal conference and site walk on May 30, 2024. The District received five responses to the RFQ/P. District staff and Capital Program Management representatives interviewed all five companies that submitted proposals. District staff and CPM met with the Ad Hoc Building Committee on July 5, 2024 to discuss the process and recommendation and answer any questions. The Ad Hoc committee recommended and the Board approved on July 8, 2024 that the District enter into a Design-Build Agreement with F&H. The General Manager is working with CPM and legal counsel on the agreement.*

*December 2024 Update – The District has signed the agreement with F&H and the project is in progress. F&H has provided a conceptual design and budget, which was presented and discussed with the Ad hoc committee in November 2024. The committee has asked CPM to work with F&H and provide an updated budget for an option with a reduced scope of work.*

*July 2025 Update – The District has continued to work with CPM and F&H/NJA on the renovation project. We have moved from Schematic Design to the Design Development phase, which will ensure a cohesive and buildable design, facilitate cost estimation, and help in obtaining the necessary permits.*

*December 2025 Update – The project is proceeding as expected. The demolition permit was approved, and the District issued a Limited Notice to Proceed with the demolition on November 19, 2025. A guaranteed maximum price (GMP) will be presented to the Board at the December 15, 2025 meeting. Construction is expected to start in January 2025.*

		2-2022	1-2023	2-2023	1-2024	2-2024	1-2025	2-2025	1-2026	2-2026
<b>BOARD</b>	1. Vacancies	■	■	■	■	■	■	■	■	■
	2. Trustee Manual	■	■	■	■	■	■	■	■	■
	3. Trustee Workshop	■	■	■	■	■	■	■	■	■
	4. Committee Review	■	■	■	■	■	■	■	■	■
<b>ADMINISTRATION</b>	<b>GENERAL</b>									
	1. Institutional Memory	■	■	■	■	■	■	■	■	■
	2. Process Efficiency	■	■	■	■	■	■	■	■	■
	3. Reputation and Credibility	■	■	■	■	■	■	■	■	■
	4. Transparency	■	■	■	■	■	■	■	■	■
	5. Consulting Services	■	■	■	■	■	■	■	■	■
	6. Organizational Structure	■	■	■	■	■	■	■	■	■
	7. Mutual Aid Agreement	■	■	■	■	■	■	■	■	■
	8. Relationships	■	■	■	■	■	■	■	■	■
	<b>HUMAN RESOURCES</b>									
	1. HR Information System	■	■	■	■	■	■	■	■	■
	2. Relations	■	■	■	■	■	■	■	■	■
	<b>INFORMATION TECHNOLOGY</b>									
	1. Cybersecurity	■	■	■	■	■	■	■	■	■
	2. Technology needs	■	■	■	■	■	■	■	■	■
	3. Google Workspace	■	■	■	■	■	■	■	■	■
	4. Training	■	■	■	■	■	■	■	■	■
	<b>FINANCES</b>									
	1. Investment Diversification	■	■	■	■	■	■	■	■	■
	2. GFOA Certification	■	■	■	■	■	■	■	■	■
	<b>PUBLIC AFFAIRS</b>									
	1. Service awareness	■	■	■	■	■	■	■	■	■
	2. Communication	■	■	■	■	■	■	■	■	■
3. Social Media	■	■	■	■	■	■	■	■	■	
4. New residents	■	■	■	■	■	■	■	■	■	
5. Dead Bird Program	■	■	■	■	■	■	■	■	■	
6. Virtual engagement	■	■	■	■	■	■	■	■	■	
7. Website	■	■	■	■	■	■	■	■	■	

		2-2022	1-2023	2-2023	1-2024	2-2024	1-2025	2-2025	1-2026	2-2026
SCIENTIFIC PROGRAMS	1. Surveillance	[Active]								
	2. Pesticide Resistance	[Active]								
	3. Mosquitofish Program	[Active]								
	4. Research and evaluations	[Active]								
OPERATIONS	1. MapVision	[Active]								
	2. Product evaluation	[Active]								
	3. Skunk Program	[Active]								
	4. Rodent Program	[Active]								
	5. Drone Program	[Active]								
	6. Cross-training	[Active]								
SPECIAL PROJECTS	1. Emergency Planning	[Active]								
	2. PEIR Revision	[Active]								
	3. NPDES	[Active]								
	4. Building	[Active]								

Contra Costa Mosquito and Vector Control District  
Emergency Preparedness Program

## Overview

Contra Costa Mosquito and Vector Control District (the “District”) is committed to maintaining an active emergency preparedness program that includes an emergency plan that will help manage the District’s critical functions during any emergency and protect the safety of staff. The District will coordinate the emergency plan, function and response with those responders from the public and private entities and organizations charged with emergency duties.

## Purpose and Scope

This program outlines the District’s strategy to prepare for, respond to, recover from, and mitigate the effects of emergencies or disasters that impact the District’s operations, assets, or community services. The objective is to ensure continuity of essential vector control functions while safeguarding public health, District personnel, and resources.

## Emergency

Emergency means the actual or threatened existence of conditions of disaster or of extreme peril to the provision of critical District functions and the health and safety of staff or the public, caused by such conditions as fire, severe storm, riot, hazardous materials releases, earthquake, power outages, dam failures, freezes, water supply contamination, and other conditions which may be beyond the capability of the services, personnel, equipment, and facilities of the District, and may require the combined forces of other political subdivisions to help respond.

## Emergency Management Phases

### 1. Mitigation

**Focus:** Reducing or eliminating risk to people, property, and operations before an emergency occurs.

**Key Actions:**

- **Annual Hazard Vulnerability Assessments (HVAs)** - Update assessments each year to incorporate new data on climate trends, emerging vector-borne diseases, infrastructure changes, and lessons learned from recent incidents.
- **Infrastructure Hardening** - Regularly inspect main building, including the laboratory and IT/data center, shop, vehicle storage, battery storage and aquaculture to identify vulnerabilities, retrofit or upgrade as needed for seismic resilience, fire suppression, and flood protection.
- **Technology and Data Use** - Expand GIS mapping beyond risk zones to include evacuation routes, critical facility access points, and real-time field data integration.
- **Power and Utilities** - Backup generator should be tested monthly under load conditions, with fuel reserves secured, and supplier agreements in place for emergency refueling.

- **Cybersecurity** - Conduct regular penetration testing, employee phishing drills, and software patches updates to reduce cyberattack risks that could disrupt surveillance or emergency communications. Review and update the Disaster Recovery Plan annually.

**Responsibility:** District’s Safety Officer, Operations Manager, IT Systems Administrator, with support from Department Heads.

## 2. Preparedness

**Focus:** Planning, training, and equipping staff to ensure readiness when an emergency strikes.

### Key Actions:

- **Emergency Operations Plan (EOP)** – Review and update annually; ensure alignment with County Office of Emergency Services (OES), state (Cal OES), and federal (FEMA) protocols.
- **Emergency Operations Center (EOC)** – Create a central location where a community’s response to an emergency will be coordinated by managing information, resources, and decision-making.
- **Training and Exercises** - Conduct emergency drills at least once every two years simulating vector-borne disease outbreak or natural disaster scenarios.
- **Staff Education** – Ensure all staff complete and maintain certifications in Standardized Emergency Management System (SEMS), Incident Command System (ICS), and National Incident Management System (NIMS).
- **Supplies and Logistics** - Maintain operational supplies such as PPE, fuel, pesticides and laboratory consumables sufficient for 14-30 days of disruption.
- **Redundant Communications** - Maintain radios, satellite phones, and cloud-based collaboration tools that can operate if local networks fail.
- **Community Engagement** – Develop pre-scripted public communication templates (social media, press releases, FAQs) to speed up messaging during emergencies.
- **Access to EOP** – Ensure EOP can be accessed both virtually and through hard copies. A hard copy must be distributed to all critical staff and a copy must be kept in the front office at all times.

**Responsibility:** District’s Safety Officer, Department Heads, IT Systems Administrator, Human Resources and Administration Manager, in coordination with Operations.

## 3. Response

**Focus:** Immediate, coordinated actions taken to save lives, protect property, maintain critical operations, and reduce secondary impacts.

### Response Levels:

**Level 1: Routine Disruption** – These events require monitoring but generally do not disrupt core vector control services. Staff remain at normal duty stations. Documentation should capture the incident for trend analysis.

- Minor, localized incidents with no threat to health or safety
- Can be managed using existing procedures and routine staffing
- No significant infrastructure or service impact

Examples: Brief power outage in one building, minor equipment failure, road closures due to local construction.

Services That Continue Uninterrupted:

- All administrative operations (in-person or remote)
- Routine vector surveillance, larval inspections, control
- Scheduled laboratory testing and diagnostics
- Public outreach and education campaigns
- Equipment and vehicle maintenance
- Communications with partner agencies

Actions Taken:

- Monitor and document situation
- Notify department heads if necessary
- No EOC activation required

**Level 2: Moderate Disruption** - Safety precautions may be required, such as N95 respirators during wildfire smoke or restricted hours for heat waves. ICS may be activated in a limited fashion, with a single Section Chief (Operations or Planning) engaged to coordinate modifications. Coordination with County OES may begin at this stage to align messaging or request advisory support.

- Disruption to some District services or areas
- Conditions pose limited risk to staff safety or operations
- May require modified scheduling, limited field access, or mutual aid

Examples: wildfire smoke causing air quality hazards, localized flooding limiting access to treatment areas, extended power outage affecting one or more facilities, vector-borne disease outbreak requiring heightened surveillance.

Services That May Be Modified or Prioritized:

- Essential field services continue with modified PPE or hours
- Prioritized adult or larval mosquito control in high-risk zones
- Remote administrative work may be increased
- Laboratory services focused on priority samples
- Public information shared via website and social media
- Some routine services may be postponed

Actions Taken:

- Partial EOC activation
- Incident Command System (ICS) roles partially staffed
- Daily operational check-ins
- Coordinate with mutual aid or County OES if needed

**Level 3: Major Incident** - Requires District-wide mobilization, potential emergency declarations, and outside support. Safety of staff is prioritized before operations continue. Remote operations may replace on-site work if facilities are compromised. Full ICS activation ensures clear delegation of roles (Operations, Planning, Logistics, Finance/Administration). Recovery planning should begin during the response phase to support long-term restoration.

- Severe incident affecting multiple or all departments
- Threat to staff safety, infrastructure, or public health
- District resources are likely inadequate without outside assistance
- Emergency declaration may be required

Examples: major earthquake damaging facilities or infrastructure, widespread flooding affecting large operational zones, biological event (e.g., major disease outbreak with high risk to public health), pandemic disrupting staffing levels and supply chains, Cyberattack compromising operations.

Services That Are Maintained (Priority Only):

- Emergency vector surveillance and control in critical zones
- Public health notifications and press coordination
- Priority laboratory testing to support public health response
- Communications with County OES, CDPH, and FEMA
- Financial documentation for emergency expenditures

Services Likely to Be Paused or Scaled Back:

- Non-emergency administrative tasks
- Routine property inspections
- In-person community education
- New project development or research efforts

Actions Taken:

- Full EOC activation
- All ICS sections staffed
- Emergency mutual aid requested if necessary
- Staff assignments reevaluated based on safety and availability
- Shift to alternate locations or remote work if headquarters is unavailable

- Begin formal documentation for FEMA/Cal OES reimbursement

### Representative Responsibilities & Communication Channels:

- **General Manager:** Provides official statements, ensures coordination with trustees, and communicates with other agencies.
- **District’s Safety Officer / Human Resources and Administration Manager:** Serves as liaison with county, state, and federal agencies; ensures ICS/EOC integration.
- **Financial Administrator:** Initiates cost-tracking systems aligned with FEMA/Cal OES reimbursement standards.
- **Operations Manager:** Directs field operations, prioritizes treatment zones, coordinates staff deployment.
- **Public Affairs Director:** Ensure clear, timely updates to staff and the public via alerts, website, social media, and local news outlets, communicates with media.

## 4. Recovery

**Focus:** Restoring normal operations, learning from the incident, implementing improvements for resilience, and recovering costs.

Actions Taken:

- **Continuity of Operations:** Resume routine field and lab services as soon as conditions allow, while prioritizing areas with delayed or paused service.
- **Damage Assessment:** Conduct rapid assessments of facilities, vehicles, equipment, and IT systems; coordinate repairs or replacements.
- **After-Action Reports (AAR):** Within 60 days of incident, convene an internal review to identify successes, challenges, and corrective actions. Share findings with Board of Trustees and regional partners.
- **Staff Support:** Provide mental health resources, stress management, and recovery assistance for employees impacted by the emergency.
- **Financial Recovery:** Submit reimbursement claims, reconcile expenses, and ensure transparent reporting of emergency-related costs.
- **Mitigation Integration:** Feed lessons learned into updated HVAs, mitigation strategies, and EOP revisions to strengthen long-term resilience.
- **Implementation:** implement changes identified in the AAR, refine methods as needed.

**Responsibility:** General Manager, District’s Safety Officer/Human Resources and Administration Manager, Financial Administrator, Department Heads.

## Quick Reference Flow

**Mitigation → Preparedness → Response → Recovery**

- **Mitigation:** Reduce risks before they occur.
- **Preparedness:** Plan and train to handle emergencies.
- **Response:** Take immediate, coordinated action during emergencies.
- **Recovery:** Restore operations and build back stronger.

## Critical Staff and Emergency Roles

Key roles in the District’s emergency response structure:

Position	Role in Emergency
General Manager	Policy-level decisions
Operations Manager	Directs field response, staff safety
Human Resources and Administration Manager (District’s Safety Officer)	Runs Emergency Operations Center, staff welfare and resource tracking
Financial Administrator	Tracks expenses and recovery claims
IT Systems Administrator	Maintains network and data systems
Scientific Programs Manager	Ensures laboratory operations
Public Affairs Director	Manages public messaging, public information officer

## Continuity of Operations (COOP)

**Essential Services** - During and emergency, the following services are prioritized to protect public health and mitigate the risk of vector-borne disease outbreaks:

- Disease surveillance – continuation of mosquito trap monitoring and pathogen testing, with emphasis on data collection from high-risk or recently impacted areas.
- Treatment to areas where risk is high as determined by the District’s risk assessment – larviciding and adulticiding operations focused on areas with the greatest potential for disease transmission, using contracted vendors and/or mutual aid resources if staff availability is limited.

- Emergency Outreach and Public Communication – Immediate dissemination of public health alerts via website and social media and news releases; coordination with Contra Costa Health Services and CDPH on messaging related to disease risk and protection; if possible, bilingual materials and ADA-accessible formats used to reach more community members.

**Continuity Strategies** – To ensure that the District can maintain operations under adverse conditions, the following strategies will be implemented:

- Remote work for administrative staff – pre-designated staff equipped with laptops, VPN access, and secure login protocols; key functions such as payroll, accounts payable, communications, and reporting continue from alternate work locations; cloud-based systems used to ensure real-time access to documentation, reports, and communication logs.
- Mobile command unit – serves as a temporary operations base if headquarters is inaccessible or compromised; should be outfitted with radio communications, mobile computing, mapping tools, and access to surveillance data.
- Mutual aid agreements – activation of regional vector control partners through the Coastal Region Vector Control Mutual Aid Agreement, which enables sharing of personnel, vehicles, equipment and communication resources.
- Alternate vendors – pre-identified backup vendors for fuel, pesticides, PPE, laboratory supplies, and IT equipment; use of emergency procurement processes.
- Staff contact database – an updated contact list of all staff is part of the toolkit binder and is hosted in cloud-based systems to be used for rapid mobilization and status checks.

## Continuity of Management

To ensure uninterrupted leadership and decision-making, this plan designates successors for critical District positions. Each primary staff member listed below has two pre-identified alternates who are trained and capable of assuming the role during emergencies.

### Successor Matrix for Critical Staff Roles

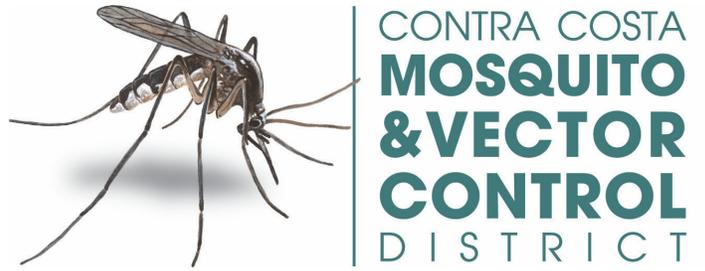
Position	Primary Staff	1st Successor	2nd Successor
General Manager	Paula Macedo	Human Resources and Administration Manager	Operations Supervisor
Operations Manager	David Wexler	Operations Supervisor 1	Operations Supervisor 2
Human Resources and Administration Manager	Stacy Stark	General Manager	Operations Manager
Financial Administrator	Natalie Martini	Human Resources and Administration Manager	General Manager
Public Affairs Director	Nola Woods	Public Information and Technology Officer	Human Resources and Administration Manager
Scientific Programs Manager	Steve Schutz	Senior Vector Ecologist	Vector Ecologist
IT Systems Administrator	Wayne Shieh	General Manager + consultant	Human Resources and Administration Manager + consultant

### Implementation Guidelines

- Each successor should complete annual ICS and emergency response training.
- The list of designated successors must be reviewed and updated annually as part of the EOP review cycle.
- Successors have full authority and responsibility of the role when activated.
- Succession should follow the listed order only if the primary staff is unavailable or incapacitated.
- This matrix should be included in the Emergency Operations Plan (EOP) and available in the Emergency Toolkit binder.

### Program Maintenance and Review

- Annual Review and Board approval - The General Manager will provide annual reports to the Board of Trustees and propose any updates to the Program. Additional reports will be given to the Board on the effectiveness of the plan and District response within 60 days of the occurrence of a declared District Emergency.
- Annual staff training and tabletop exercises.
- Post-incident debriefs for updates.
- **Annual Review of the Key Agencies and Contact and the list of Hospitals and Urgent Care in Contra Costa County.**



Contra Costa Mosquito and Vector Control District

**Emergency Toolkit Binder**

# Emergency Toolkit Binder Contents

## ◇ 1. Administrative Documents

- 1.1. Emergency Preparedness Policy
- 1.2. Emergency Preparedness Program
- 1.3. Emergency Operations Plan (EOP)
- 1.4. District Emergency Declaration Template
- 1.5. Mutual Aid Agreements (including Coastal Region Vector Control MAA)
- 1.6. IT Disaster Recovery Plan
- 1.7. Emergency Temporary Telecommuting Policy

## ◇ 2. Key Checklists and Templates

- 2.1. Hazard Vulnerability Assessment (HVA) Checklist
- 2.2. EOC Activation Quick Reference Sheet
- 2.3. After Action Report (AAR) Template
- 2.4. Facility Emergency Inspection Checklist

## ◇ 3. Communication and Public Information

- 3.1. Crisis Communication Plan
- 3.2. Press Release Template
- 3.3. Media Contact List
- 3.4. Social Media Messaging Templates

## ◇ 4. Maps and Infrastructure

- 4.1. District Service Area Map
- 4.2. Floodplain and Fire Risk Zone Maps
- 4.3. Facility Layout Diagrams (Admin building, Shop, Greenhouse, Carports, Storage)
- 4.4. Evacuation Routes

## ◇ 5. Resource and Asset Inventories

- 5.1. List of District Vehicles
- 5.2. Inventory of Application Equipment (ULV sprayers, foggers, etc.)
- 5.3. IT & Data Backup Instructions
- 5.4. PPE and Safety Equipment Checklist

## ◇ 6. Personnel

- 6.1. Critical Staff Contact Information
- 6.2. Employee Contact Information

6.3. Trustee Contact Information

◇ **7. Emergency Response Agency Contact List – Contra Costa County**

7.1. Hospitals and Urgent Care Centers List

7.2. Key Agencies and Contact Information

◇ **8. Other Resources**

8.1. 2024 MVCAC Emergency Preparedness

8.2. 2024 MVCAC Emergency Working Group Report